



# SHENANDOAH<sup>TM</sup>

## U N I V E R S I T Y

CAREER FACULTY CONTRACTS  
Promoting Performance



# The History of Academic Tenure in the United States

- Prior to the 20<sup>th</sup> Century
  - Richard T. Ely (1894)
- 20<sup>th</sup> Century
  - AAUP (1913)
    - 1910
  - Up or Out



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# World War II



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# The 60s



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“Today the National Education Association (NEA) states that ‘tenure, academic due process, and faculty self-governance promote stability, continuity, and a scholarly environment on campus’ (NEA, 2006). Despite the position of the NEA, a 2005 *Chronicle of Higher Education* survey of four-year college presidents indicated that 53 percent favored replacement of tenure with a system of long-term contracts” (Fogg, 2005).

# Present Challenges

- Cuts to higher education funding
- Performance Management
- More mobile workforce
- Subjective criteria for tenure
- Shifting paradigm on research/scholarship
- Changing marketplace
- Caste system
- Sustainability

# Two Paths

## Tenure is Outdated

- Entrenchment – tenure locks in higher education's largest expenditure (salaries)
- Inflexible – tenure limits deployment of faculty to subjects better suited to needs (students' and employer's)
- Stagnant – tenure does not incentivize teaching innovation

## Contracts are Contemporary

- Stability – rolling contracts provide reasonable job security (3-4 year norm)
- Agility – rolling contracts allow for reasonable institutional agility
- Flexible – rolling contracts stimulate emergent instructional design

*Two roads diverged in a wood, and I—  
I took the one less traveled by,  
And that has made all the difference.*



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# Can Faculty Contracts Deliver?

## What faculty really want...

- Respect
- Employment equity
- Academic Freedom and autonomy
- Flexibility
- Professional growth
- Collegiality

AAUP Journal of Academic  
Freedom (Gappa & Austin, 2010)

## Contracts work well when...

- Shared governance
- Focus on common mission
- Well crafted policies
- Transparent procedures
- Open and proactive communication



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# THE SHENANDOAH EXPERIENCE

Founded in 1875

Private, medium-size, moderately-selective university

Winchester, Virginia

Affiliated with the United Methodist Church

44 Undergraduate & 28 Graduate Programs

4176 Students

404 Faculty

91% of full-time faculty have an earned  
doctorate



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# Contract Types

2 Types:

- New Hire Probationary
  - 1-year contracts for 5 years
- Career Faculty Contract (full-time faculty)
  - Required review after probationary period
    - Also promotion review
    - Portfolio based
  - Rolling first year of 3-year contract



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# Career Contract Review Process

Dean AND School Faculty Evaluation  
Committee

Vice President for Academic Affairs AND  
University Faculty Evaluation Committee

President of the University

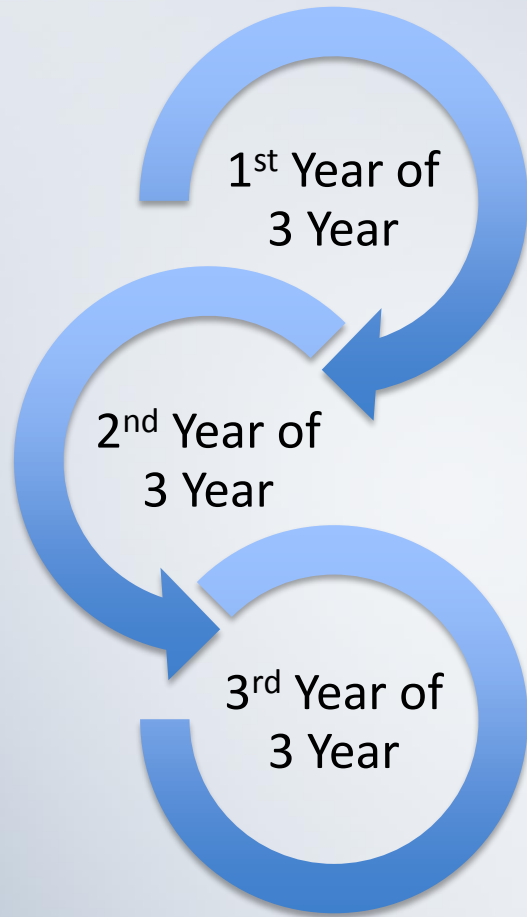
University Board of Trustees



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# Example of Performance Review as it relates to Teaching



- Substantive Negative Teaching Evaluations
- Roll to 2<sup>nd</sup> Year of 3-Year serving as a performance improvement notification
  - Not improved – rolls to a 3<sup>rd</sup> Year of a 3 Year Contract and is considered terminal notice
  - If improved – rolls back to the 1<sup>st</sup> Year of a 3 Year Contract



